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Name of Principal Author and all other author(s): William K. Farmer

Principal Author's Organization and address:

Phone: _DSN 314-370-3715_

HQ USAREUR
G3-GR2
CMR 420 Box 1607
APO AE 09063

Fax: _DSN 314-370-6603_

Email: _william.k.farmer@us.army.mil_

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Retaining Capabilities While Drastically Reducing the Workforce

MAJ William Farmer
United States Army Europe
G3-GR2 Division
Global Rebasing and Restructuring Division
DSN 314-370-3715



- ✓ **Overview of USAREUR Transformation**
- ✓ **Defining the Problem**
- ✓ **Facts & Assumptions**
- ✓ **Internal USAREUR Portion (Part 1)**
- ✓ **Non-USAREUR Portion (Part 2)**
- ✓ **Standardizing**
- ✓ **Questions/Comments**

Why Transform in USAREUR

National Guidance

- “The world has changed a great deal and our posture must change with it...”
- Redistribute forces from “where the wars of the last century ended”
- Threat has changed
- Strengthen alliances and build new partnerships around the world
- Reduce stress on military people and their families

President Bush – 16 Aug 04

National Convention of the VFW



Army Transformation:

- Changing Force Structure Mix – AC/RC Rebalancing
- Modularize
- Command and Control Structure Changes

Bottom Line: *An opportunity to create a lean and lethal fighting force that is properly sized and stationed to meet the Nation's needs*

Proposed New USAREUR Organization

Current (62,000 Soldiers)

- United States Army Europe HQ
- 3-Star Corps Headquarters
- 1-Star Corps Support Command
- 1-Star Army Training Center
- 2-Star Theater Support Command
- 1-Star Signal Command
- 9 Corps Separate Brigades
- Mechanized Infantry Division
- Armored Division
- 2-Star Tailored Task Force (SETAF)
- Airborne Brigade

**2/3 REDEPLOYING
TO CONUS**

Future (About 1/3 Current Size)

Accompanied

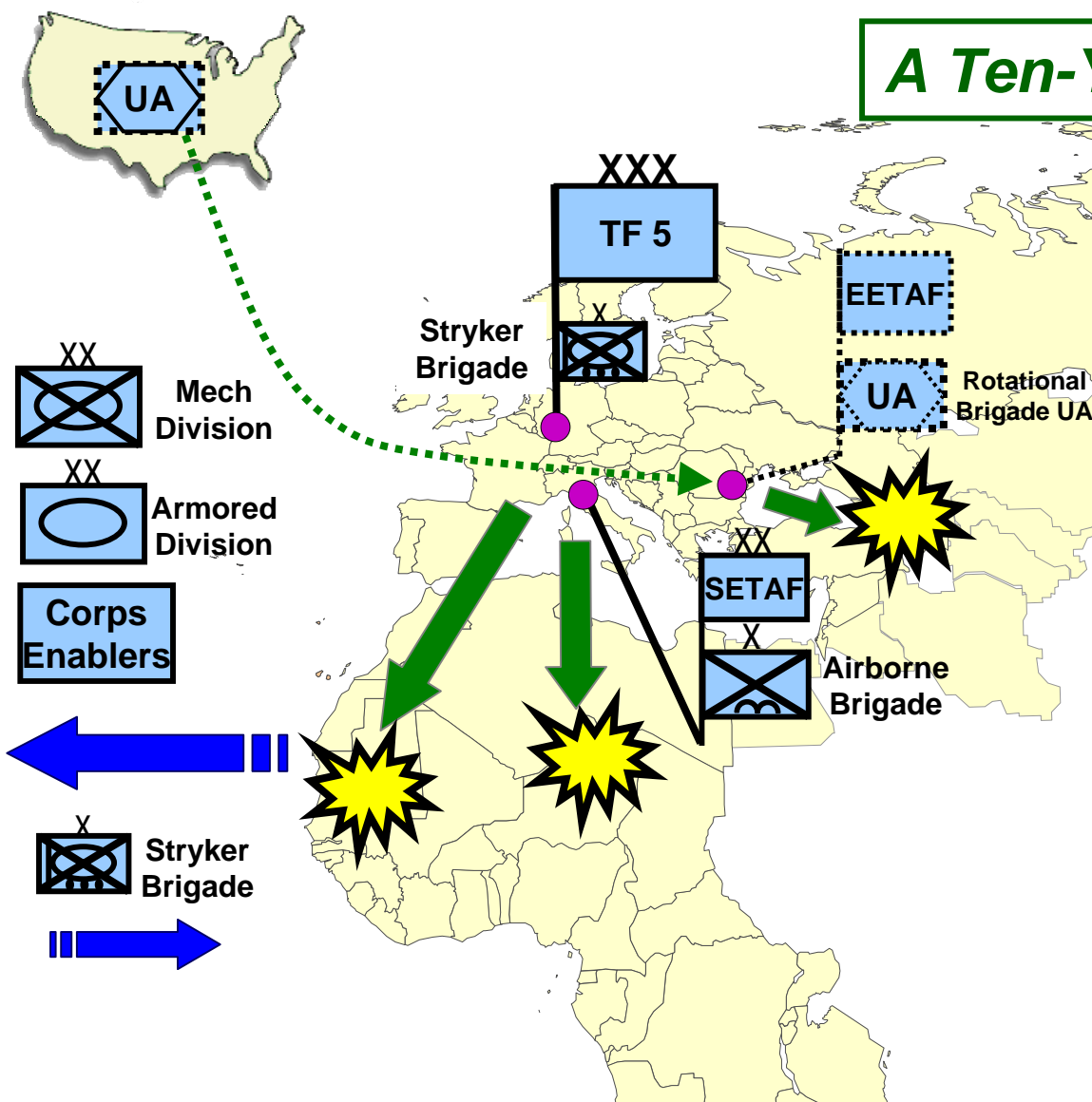
- United States Army Europe HQ and Task Force 5
- 1-Star Theater Support Command
- Expeditionary Training Center
- 7 Task Force Separate Brigades/Battalions
- **Stryker Brigade Combat Team**
- 2-Star Tailored Task Force (SETAF)
- Airborne Brigade
- 2-Star Tailored Task Force (EETAF)?

No Hard Time Lines
No Plan Survives the LD

**Will Happen Over Next
10 Years -- Through 2014**

A Look at the Future USAREUR

A Ten-Year March to the Future



Lean, Agile, Capable Force

2 or 3 Joint Task Force Headquarters

- Task Force 5 to handle larger contingencies
- SETAF (and possibly a second TF HQs) to handle small-scale contingencies and conduct Theater Security Cooperation activities

Return 2 Divisions to CONUS
Return corps-level enabling forces to CONUS

Bring Stryker Brigade to Europe

Fully Structure 173rd Airborne Brigade UA

Transformation Strategies of EUCOM's Components

EUCOM CURRENT = 107 K

ARMY
62K
58% of EUCOM

AIR FORCE
29K
27% of EUCOM

NAVY
15K
13% of EUCOM

MARINES 150 (<1%)
SPECIAL OPS 2.5K (2%)

**EUCOM FUTURE
= 38% Reduction**

ARMY
2/3 Reduction
36% of EUCOM

AIR FORCE
42% of EUCOM

NAVY
17% of EUCOM

MARINES (<1% of EUCOM)
SPECIAL OPS (4% of EUCOM)

UNITED STATES ARMY IN EUROPE

- Merge USAREUR and V Corps HQs
- 2-3 x JTF capable HQs for theater contingencies
- 3 Maneuver Bdes - Expeditionary force mix
 - Initially, one Brigade rotational
- Expand 173rd to full Abn BCT UA

UNITED STATES AIR FORCE IN EUROPE

- Merges HQs creating JTF capable HQs and standing JFACC
- Retain 7 Fighter Sqd, C-130 Sdr and 1 Tanker Sdr

UNITED STATES NAVY IN EUROPE

- Combine NAVEUR HQs and 6th Fleet into JTF capable HQs
- Limited Carrier Strike Group presence

UNITED STATES MARINE CORPS IN EUROPE

- Limited Expeditionary Strike Group presence

SPECIAL OPERATIONS FORCES IN EUROPE

- JSOTF HQ
- 2 SOF BNs, 2 SEAL Co and 1 SOF Air GP
- Consolidate SOF units at one location

Some of the Transformation Blocks

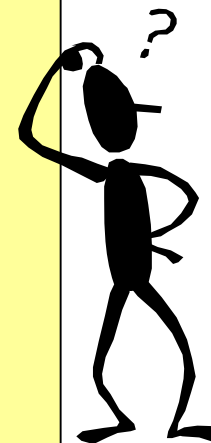
MTOE Changes	Return of Forces	Combining Of HQs	BRAC Impacts	Activations Re-flagging	Stationing Issues
Modularization	Inter-Theater Moves	Stove-pipe Unit Changes	In-Activations	SBCT To Europe	Defense Agency Support
Theater Enabling Commands	TDA Changes	Return Divisions To CONUS	Civilian Staffing	Force Structure Changes	EUCOM & DA Requirements

Blocks this brief discusses



Define the Problem

- ✓ **Develop a plan for the reduction of the TDA and civilian workforce**
 - ➔ Need to show a civilian reduction commensurate with military reduction
 - ➔ Less geographically disbursed and more consolidated at endstate – implies less redundancy in capabilities
 - ➔ Supports the changing modularized force and provides sanctuary or reach-back capabilities
- ✓ **Two Part Problem**
 - ➔ Internal USAREUR Portion
 - ➔ Non-USAREUR agency Portion



Overall Process

Step 1 – Determine the Endstate requirements

- ➔ NSS, NDS, OSD guidance, EUCOM directives, DA guidance, Title X responsibilities, etc.

Step 2 – Determine which requirements will be filled by organic MTOE

Step 3 – Choice for the remainder

- ➔ Commander can assume risk
- ➔ TDA augmentation
- ➔ Contract for services





- ✓ **CG USAREUR directed the development of a plan that reduces the civilian workforce commensurate with the military reduction**
- ✓ **USAREUR White Papers did NOT address TDA endstate workforce**
- ✓ **Non-USAREUR agency military numbers count against USAREUR military cap**
- ✓ **Community support personnel not MTOE are last to depart installations**
- ✓ **DA requires TDA workforce estimates – TAA in August**

Overarching Assumptions

- ✓ **DA will resource Modularized MTOE to full authorization strength**
- ✓ **If mission departs then resources depart (\$ and manpower)**
- ✓ **TDA requirements are 100% resourced at endstate** ➡
requirements = authorizations
- ✓ **No significant increase in outsourcing (contracting)**
- ✓ **No change in USAREUR support to EUCOM or NATO/SHAPE**
- ✓ **USAREUR continues to be the Executive Agent in Theater**
- ✓ **Extremely difficult to get authorization back from HQDA once returned**
- ✓ **HQDA will support 'out of cycle' documents as required**



Scheme of Manuever

Part 1 – Internal USAREUR

- ✓ USAREUR G8 develops TDA end-state 'Straw-man'
- ✓ Staff 'Straw-man' with staff sections and MSEs
- ✓ **Refine 'Straw-man' with changes/recommendations**
- ✓ Develop the phase plan for implementation
- ✓ Coordinate for overall change/adjustment proposal with DA
- ✓ Incorporate with Part 2 to form one plan
- ✓ Brief USAREUR CG for his approval

Part 2 – Non-USAREUR

- ✓ Initiate a working group to discuss transformation
- ✓ **Determine end-state manpower & stationing requirements**
- ✓ Approve those requirements (USAREUR G3 level)
- ✓ Develop the phase plan for implementation
- ✓ Incorporate with Part 1
- ✓ Brief USARUER CG and organizational command channels for approval

Part 1- Methodology

Systematic Approach to Develop 'Straw-man'

- ✓ Para/line scrub of all USAREUR TDAs by G8 & GR2 focusing on:
 - ➔ Location
 - ➔ Changes based on projected workload
 - ➔ Centralized management/decentralized operations
 - ➔ Economies of scale
 - ➔ Supervisory layers
 - ➔ Right size workforce to meet new mission requirements
- ✓ Essential capabilities retained
- ✓ Will consolidate TDAs when MTOEs are finalized and located in end-state installations

Hurdles to Jump



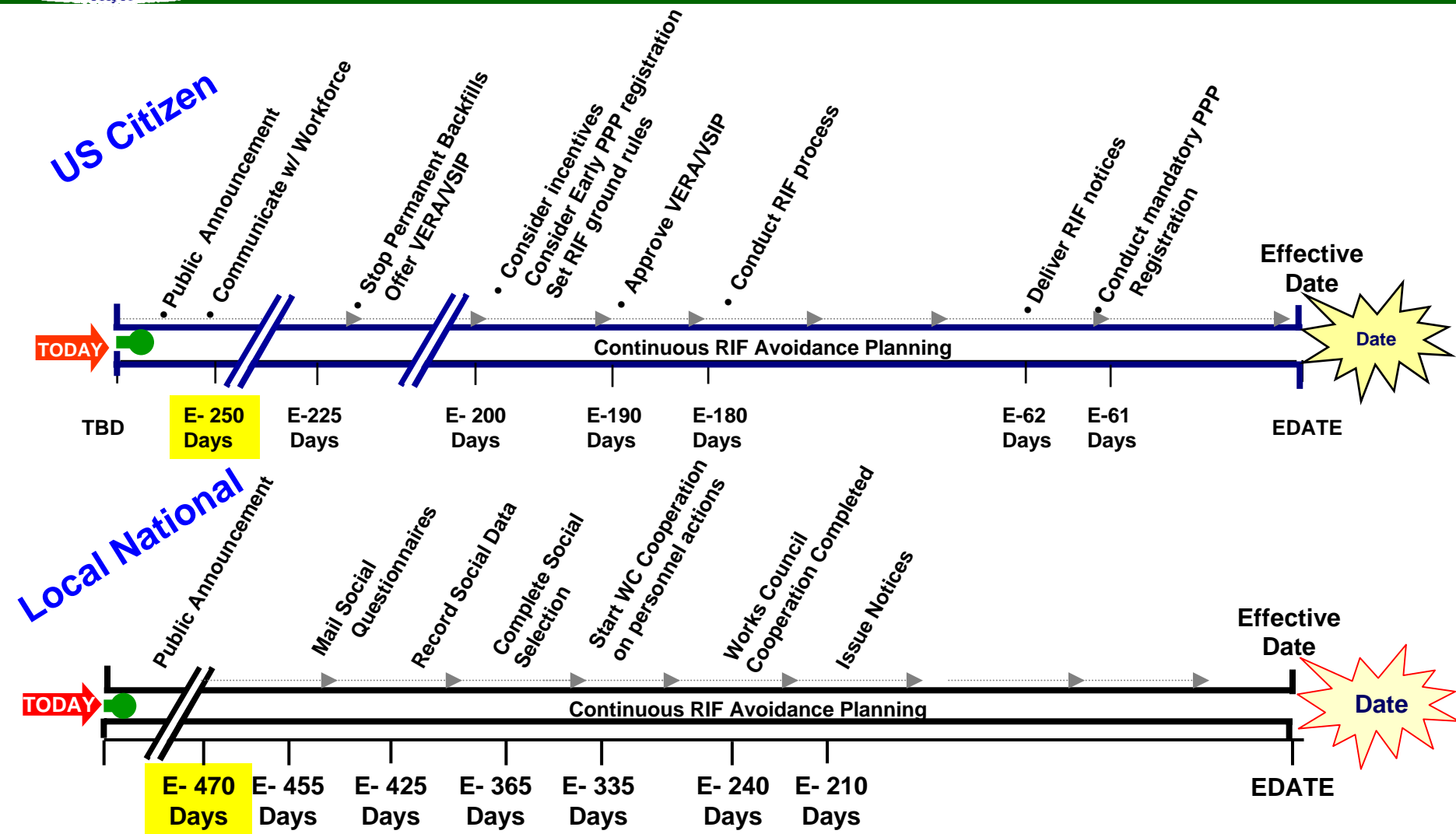
- ✓ **Time!!!**
 - ➔ DA wants the spaces & dollars already
 - ➔ Extended timelines for RIF of host nation employees



- ✓ **Finalizing MTOEs to clarify the need for TDA augmentation**
- ✓ **Breaking 'Rice Bowls'**
- ✓ **Works council issues**
- ✓ **Host nation employees from Germany, Italy, Belgium, Netherlands, and the United Kingdom**
- ✓ **Foreign National Separation Pay Account (who's in and who isn't? How much?)**
- ✓ **Many other transformation issues that compete for senior leadership attention**



Civilian Personnel Timeline



NOTES

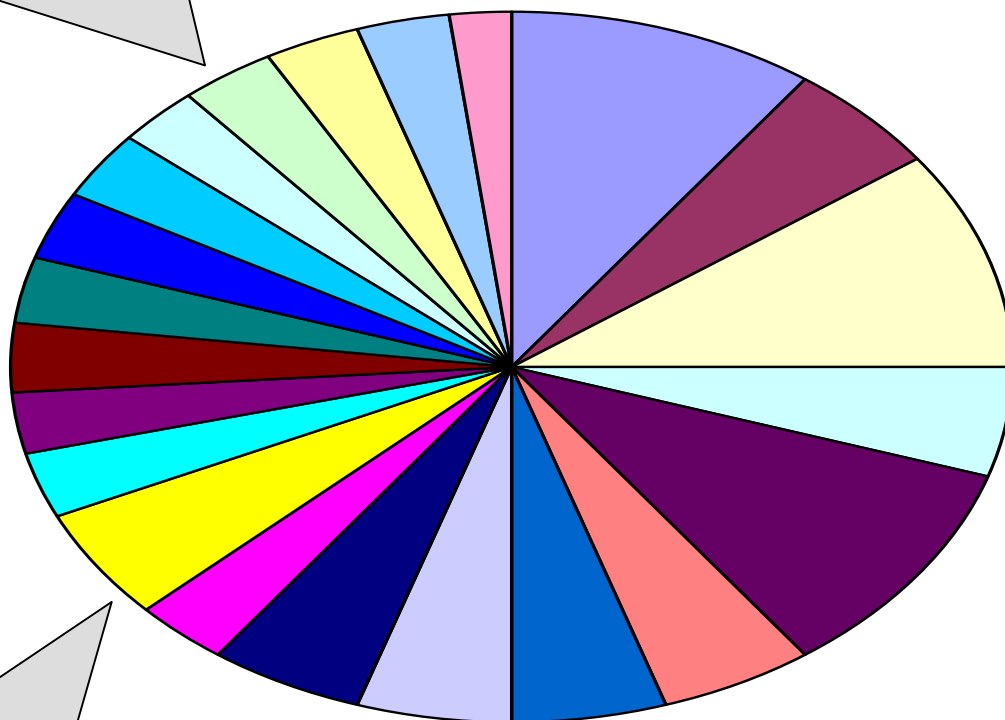
•Based on Standard Army Timelines

Part 2 – Methodology

- ✓ Establish a Non-USAREUR working group to examine manpower requirements at end-state
- ✓ Define overarching assumptions
- ✓ Define end-state installations and levels of support expected
- ✓ **Work independently to determine their specific manpower needs**
- ✓ Initiate the iterative process of refining estimates for service-based organizations
- ✓ Brief and gain approval from parent organizations
- ✓ Integrate requirements into overall USAREUR plan

Gathering the Players

Get representatives to come and participate from all these agencies. Oh by the way, none of them work for you!



Each agency has their own agenda, unique requirements and chain of command.

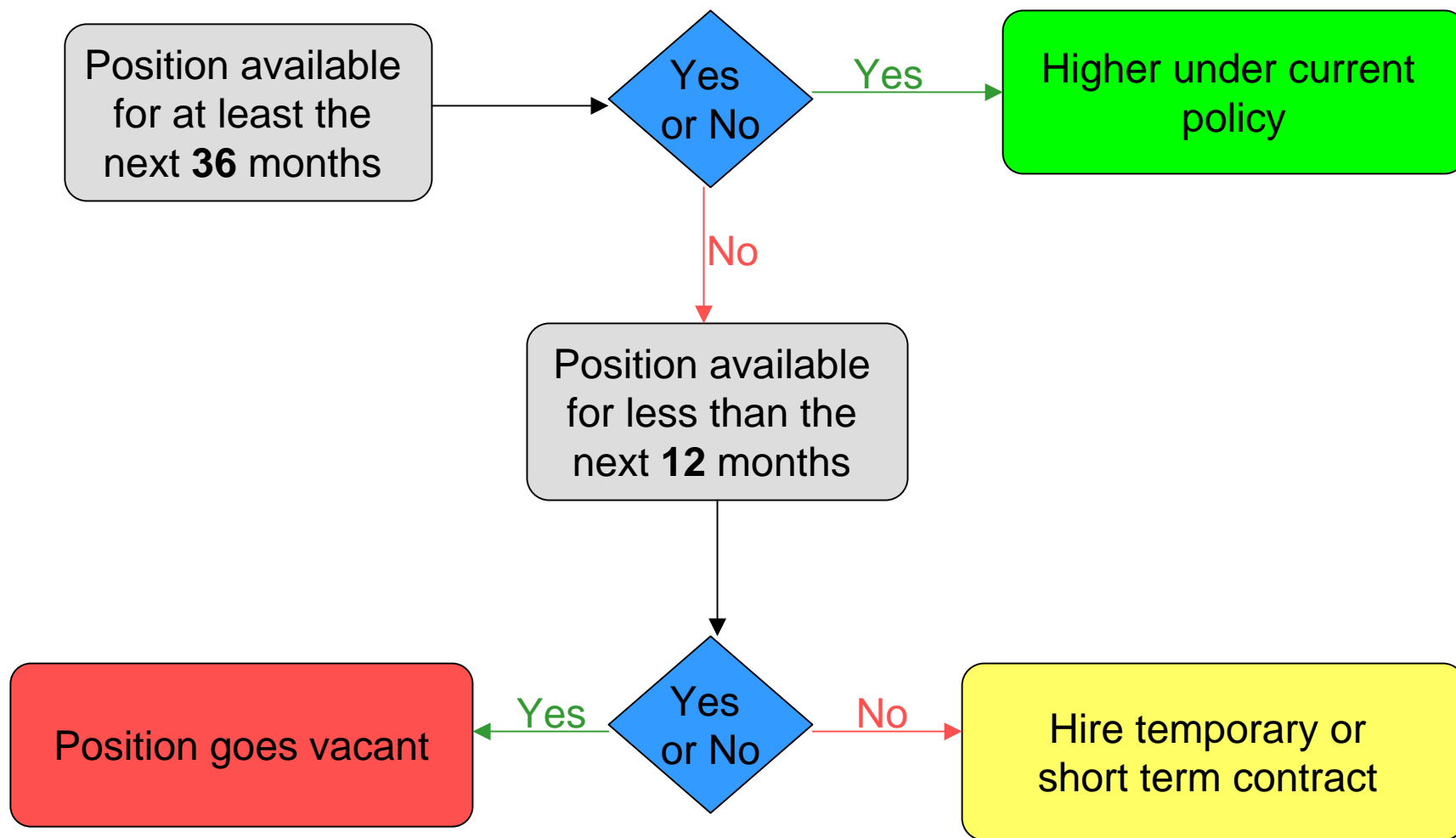
- IMA-E
- EUCOM
- OSD
- NATO
- NETCOM
- INSCOM
- AAFES
- DoDDS
- DECA
- 7th ARCOM
- ERMC
- CHAR-E
- AFSB-E
- Contracting CMD
- USACE
- CID
- SDDC
- DLA
- AFN
- Stars and Stripes
- DTRA
- AAESA

Standardizing

- ✓ **Goal – standardize as much as possible**
 - ➔ **Following big Army lead**
 - ➔ **Ease in knowing how to augment**
- ✓ **Brigade augmentation TDA (EO, Retention, career counselors, Safety, FRSA, IT, Admin, and Budget)**
- ✓ **OCP staffing**
 - ➔ **Maximize reachback & minimize staffing**
 - ➔ **TDA will be tailoring tool**
- ✓ **Airfield/heliport support**
 - ➔ **ATC, fuel handlers, hours of operations,**
- ✓ **Hiring policy**



Hiring Policy Flow Chart



US "Givens" Before, During RIF

- ✓ Attempt to convert overseas limited appointees (OSL) to career conditional now
- ✓ Identify key employees needed for closure early
- ✓ Use TCS, TDY and management directed reassignments to keep key positions filled
- ✓ Use Voluntary Early Retirement Authority and Voluntary Separation Incentive Pay to maximum extent to reduce workforce (subject to available allocations and dollars)
- ✓ Impose hiring freezes (allowing for some exceptions) early
- ✓ Use temporary employees to fill holes; establish lower graded positions to match available skills
- ✓ Use vacancies for placement opportunities



LN “Givens” Before, During RIF

- ✓ Identify key positions needed for closure early
- ✓ Continue to use annulment contracts where possible
- ✓ Use temporary appointments and details of current employees to fill holes (in compliance with German law)
- ✓ Work with Laender officials for placement and retraining assistance



Some of the Transformation Blocks

MTOE Changes	Return of Forces	Combining Of HQs	BRAC Impacts	Activations Re-flagging	Stationing Issues
Modularization	Inter-Theater Moves	Stove-pipe Unit Changes	In-Activations	SBCT To Europe	Defense Agency Support
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Blocks this brief discusses



Theater ORSA Manning (Army)

Note: (#) is personnel positions available/authorized

HQ 21st TSC



1 x LTC 49 (1)
1 x Civilian Analyst (1)
0 x Rotational Analysts (2)

Warrior Prep Center



0 x LTC 49 (-1)
1 x MAJ 49 (1)
2 x Civilian Analysts (7)
4 recoded, 1 assigned out

EUCOM



1 x GS-15 (1)
1 x LTC 49 (1)
JASP Contract Support

HQ USAREUR



1 x LTC 49 (1)
2 x MAJ 49 (2)
1 x Civilian ORSA Analyst (1)
2 x Rotational ORSA Analysts (6)

7th ATC



1 x LTC 49 (1) *
1 x MAJ 49 (1)
2 x Civilian ORSA Analysts (2)

HQ V Corps



1 x LTC 49 (1)
0 x Rotational ORSA Analysts (2)

Kaiserslautern

Grafenwoehr

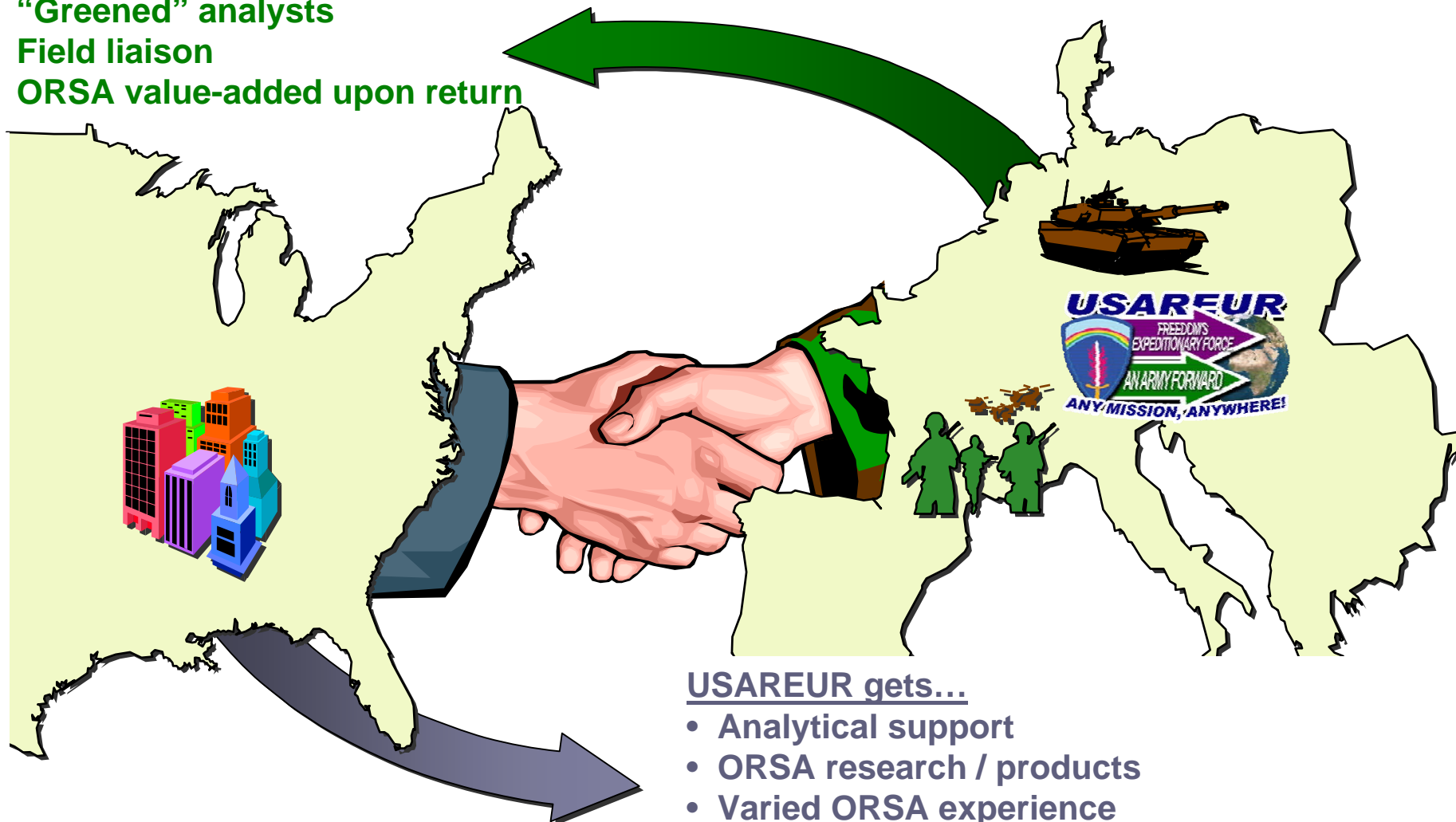
Heidelberg

Stuttgart

Rotational Analyst Program

State-side organization gets...

- “Greened” analysts
- Field liaison
- ORSA value-added upon return



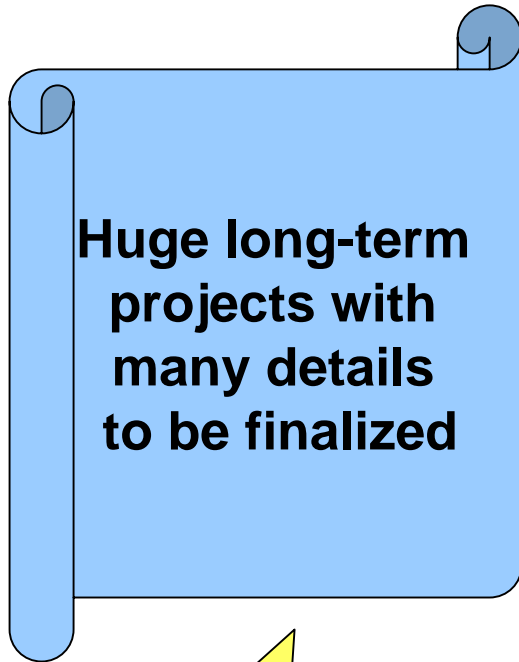


Rotational Analyst Program


- MOA between DUSA/OR and CG, USAREUR
- CONUS based GS-9 thru GS-14 ORSA or related fields
- 2-Year PCS and return
- USAREUR pays PCS and LQA costs
- “Loaning” organization continues to pay salary
- Returns a “**greened**” experienced analyst to parent organization with a broader perspective
- USAREUR applies ORSA talents
- Recent participants : ARL, ALMC, ATEC, AMSAA and TRAC-FLV
- Questions?-> Ms. Kerry Gallagher, DSN (314) 370-6167,
kerry.gallagher@us.army.mil

Summary and Conclusion

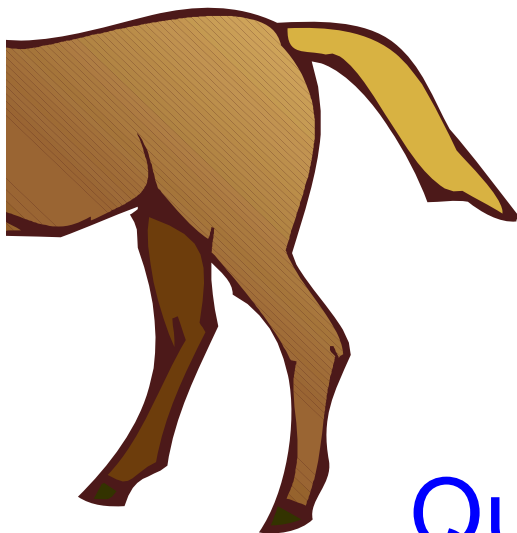
- ✓ **Overview of USAREUR Transformation**
- ✓ **Defined the Problem with Facts & Assumptions**
- ✓ **Internal USAREUR Portion**
- ✓ **Non-USAREUR Portion**
- ✓ **Standardizing as much as possible**
- ✓ **Overall our project is proceeding IAW command emphasis**
- ✓ **TDA finalization and especially civilian manpower are extremely sensitive topics**



Huge long-term projects with many details to be finalized



Great ORSA work being done in Europe



The End

Questions or Comments?

Contact Information: MAJ William Farmer
USAREUR G3-GR2
william.k.farmer@us.army.mil
DSN: 314-370-3715